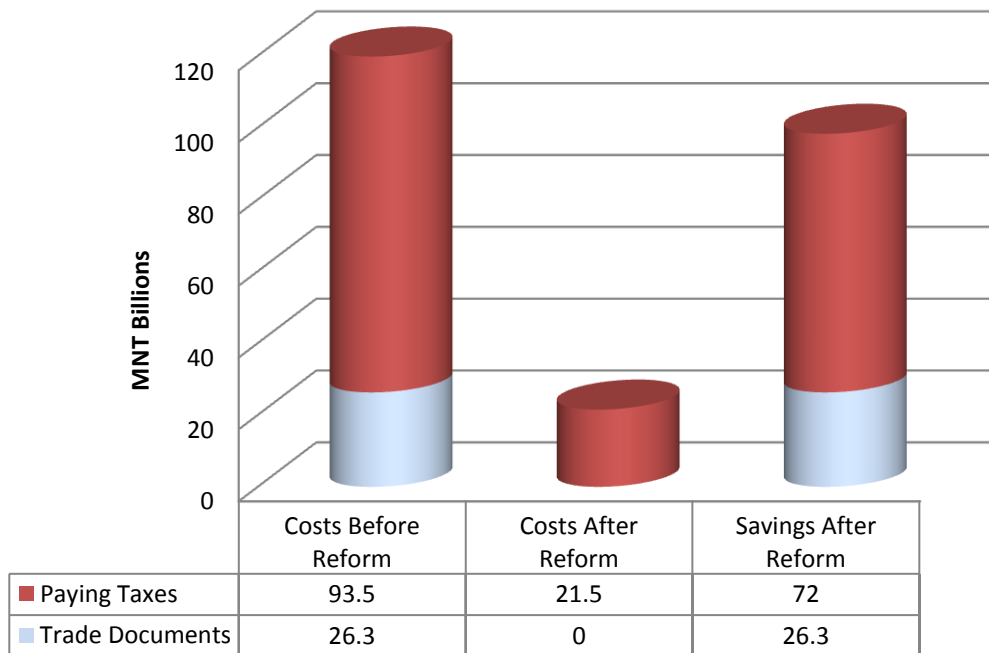




## Making the Case for Eliminating Unnecessary Costs of Inefficient Regulations in Mongolia



**FIGURE 1:** BPI research shows it costs Mongolian businesses 93.5 billion MNT annually to pay taxes and that unnecessary trade documents cost the economy another 26.3 billion MNT. Simple reforms could reduce these unnecessary economic costs by 88 percent, representing annual savings of MNT 98 billions.

## QUARTERLY PERFORMANCE REPORT (April – June 2012)

July 2012  
Ulaanbaatar, Mongolia

Project: Mongolia Business Plus Initiative Project (BPI)  
Report Title: Quarterly Performance Report (April - June 2012)  
Contract No. 438-C-11-00001  
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## **ABBREVIATIONS AND ACRONYMS**

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AWP	Annual Work Plan
BFA	Banking and Finance Academy
BOM	Bank of Mongolia
BPI	Business Plus Initiative
CG	Corporate Governance
CGA	Customs General Administration
CGDC	Corporate Governance Development Center
COP	Chief of Party
EJC	Economic Journalism Club
FRC	Financial Regulatory Committee
GOM	Government of Mongolia
IT	Information Technology
IFC	International Finance Corporation
LODP	Loan officer development program
M&E	Monitoring and Evaluation
MBA	Mongolian Bankers Association
MNCCI	Mongolian National Chamber of Commerce and Industry
MOJHA	Ministry of Justice and Home Affairs
MOSA	Mongolian Software Industry Association
MSE	Mongolian Stock Exchange
NBFIs	Non-bank Financial Institutions
OSF	Open Society Forum
PMP	Project Monitoring Plan
OECD	Organization for Economic Co-operation and Development
PPP	Public Private Partnership
QMCE	Quality Management Center of Excellence
RM	Risk Management
STTAs	Short-term Technical Advisors
TPI	The Press Institute
USAID	United States Agency for International Development
VAT	Value Added Tax
WCO	World Customs Organization



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## INTRODUCTION

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The USAID-funded Mongolia Business Plus Initiative (BPI) enhances the role of the private sector in Mongolia's economic growth, contributing to fulfilling USAID/Mongolia's Strategic Objective 1 to accelerate and broaden sustainable private sector-led economic growth. The vision of the project is to help develop the capacity of business and civil society to participate in a structured and productive dialogue with government to improve the business environment and address bottlenecks to country competitiveness. BPI also complements and supports the Government of Mongolia's (GoM) strategy to advance business enabling policies, strengthen private sector competitiveness, and increase financial sector capacity.

### A. Executive Summary

USAID's BPI project initiated an innovative approach to build meaningful engagement between public and private sectors in reducing the high cost of doing business and improving economic governance during the First Quarter of Year Two. This Quarterly Progress Report (QPR), which covers April, May, and June, 2012, is also the first reporting period reflecting the revised direction of the project, as agreed upon after consultation with USAID:

- Focus on business enabling environment (BEE), governance, and country competitiveness initiatives with high impact potential in the medium term (i.e., 20-30 months)
- Engage and develop capacity of business and civil society to develop actionable proposals to address BEE, governance, and country competitive issues
- Facilitate public-private dialogue on BEE, governance, and country competitiveness issues
- Publicize examples of best international practices and successful country experiences in improvements in BEE, governance, and country competitiveness issues
- Leverage project resources through partnerships that contribute tangible resources (funds, political capital, advocacy capacity, etc.)
- Capitalize on prior USAID technical efforts and current project portfolio opportunities to address BEE, governance, and country competitiveness issues
- Focus on high impact, demand-driven, private sector supported initiatives aimed at increasing Mongolian SMEs competitiveness, such as the establishment of a Supplier Development Center (SDC) and a Quality Management Center of Excellence (QMCE)
- Coordinate and collaborate with other bilateral and multilateral programs and projects to improve effectiveness of technical assistance and avoid duplication
- Support initiatives to improve transparency and accountability, and diminish corruption

This QPR is organized as follows: section I details work plan implementation for the quarter, organized by project component; section II describes project management and administration activities, current personnel, deployment of short-term expatriate technical assistance, as well as project and contract management actions for the next quarter; and Annex A describes current long-term project staff and details of short-term expatriate technical assignments.

## **B. Significant Accomplishments**

This section of the Quarterly Progress Report provides a list of key activities and significant accomplishments organized by Component.

### **PIR 1: Business enabling environment, governance, and country competitiveness policies and practices improved:**

In two BPI Working Documents, the project quantified the staggering costs of Mongolia's inefficient trade regulation and the extraordinarily high costs of paying relatively low taxes, as part of the project's stepping up of activities under PIR 1 to position the project to play a major role in fostering high impact BEE and non-bank financial instruments (NBFI) reforms through the remainder of Year 2. By introducing innovations in the BEE policy dialogue that provided stakeholders with estimates of the monetary cost of inefficiency, BPI has been able to elicit strong support for key BEE reforms that could result in significant economic savings and increased opportunities for the private sector.

Figure 1 in the cover page of this quarterly report illustrates the result of monetizing the benefits of conducting BEE reforms aimed at reducing the time and costs to the private sector associated with trading across borders and paying taxes, which amount to some MNT 98.3 billion in annual savings. The innovation of monetizing the benefits of reforms has helped BPI forge strong partnerships with key government agencies including CGA, GDT, and GASI – which was not willing to talk about the need for reform before BPI quantified the costs of inefficiency – and the private sector in support of reform efforts; this coming after more than four years of no BEE reforms in Mongolia. Key activities/results undertaken under PIR 1 during the reporting quarter include:

- CGA, MNCCI, and BPI signed a Memorandum of Understanding to work on near-term measures to improve trade facilitation and develop a long-term action plan in order to facilitate greater trade across borders.
- With BPI assistance, CGA began pilot-testing risk management software's random assignment generation function at three ports, allowing some shipments through a "green channel" without physical or document inspection.
- GDT Commissioner has approved BPI's recommendation that a working group be formed consisting of GDT, MOSA, and BPI to develop standard file specifications to enable Mongolian software producers to build true e-filing capacity into their accounting software.
- The Banking and Finance Academy completed the first Loan Officers Development Program. Fourteen loan officers graduated after completing the intensive 10-week program.

### **PIR 2: Private sector capacity and competitiveness strengthened:**

To enable BPI to respond to emerging market demand for services to improve businesses across industry sectors, during this past quarter BPI formulated a new initiative – a transaction-based, demand-driven Supplier Development Program (SDP) supporting industry development in various geographic locations in Mongolia. This SDP is envisioned



to serve as a private sector alliance, stemming directly from Mongolian private sector demands.

During this reporting period in PIR 2, BPI also accelerated efforts within the quality assurance program with ultimate objective to structure and spin off into an independent and Mongolian-led Quality Management Center of Excellence (QMCE), a second private sector alliance. With BPI support, the QMCE made significant strides with training and certifying 73 local professionals, advancing of curriculum and training offerings, and fostering consensus and support amongst 7 hopeful founding stakeholders to the institution. Both SDP and the QMCE will serve as pillar projects under PIR 2 throughout the future of BPI. Key activities/results under PIR 2 during the quarter include:

- Development of a concept approach towards a new SDP to be implemented by BPI during the remainder of the project.
- Seventy-three professionals from Mongolian catering service and retail food companies completed a training program on food safety and quality assurance held. Since the inception of BPI's quality assurance training program in December 2011, the project has trained and certified approximately 180 participants.

**PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened:**

- BPI and the Mongolian Bankers Association organized the first public-private dialogue among draft investment fund law stakeholders. More than 30 representatives from NBFIs and banking sector debated the draft and as a result the FRC plans to hold at least two more public-private sessions.
- BPI and the Press Institute hosted the first annual National Forum for Media Managers. The official theme of the forum was "The Business Environment for Healthy Journalism" and participants discussed the role of media during reforms.

**C. Salient Programmatic Trends and Ongoing Performance Constraints**

Per Section F.8 of the BPI project contract, this section discusses salient programmatic trends distilled from major activities in process or recently completed. It also highlights unresolved or ongoing administrative constraints to the contractor's optimal performance.

**Salient Programmatic Trends:**

- Private-sector stakeholders are interested in being more actively engaged by BPI in the reform process, as evidenced in the successful public-private investment fund law and mandatory drivers' insurance roundtables. BPI in conjunction with the Economic Policy and Competitiveness Research Center (EPCRC) plans to build on this trend by engaging the private sector in the development of a "Year One Road Map" consisting of targeted action plans that the new government can adopt during its first year to improve the business enabling environment and increase competitiveness
- Government agency stakeholders are also proving interested in more active collaboration with the project. BPI plans to build on the recent success of the trade facilitation MOU, and will assist the GDT to form a working group on true e-filing

Ongoing Performance Constraints:

- During this reporting period the recruitment of qualified local long term staff members continued to be challenging. The salaries that the qualified professionals are able to command elsewhere in the market are higher than those BPI can provide. Three positions remain vacant and the project will continue to recruit in the coming quarter.

## SECTION I: WORK PLAN IMPLEMENTATION

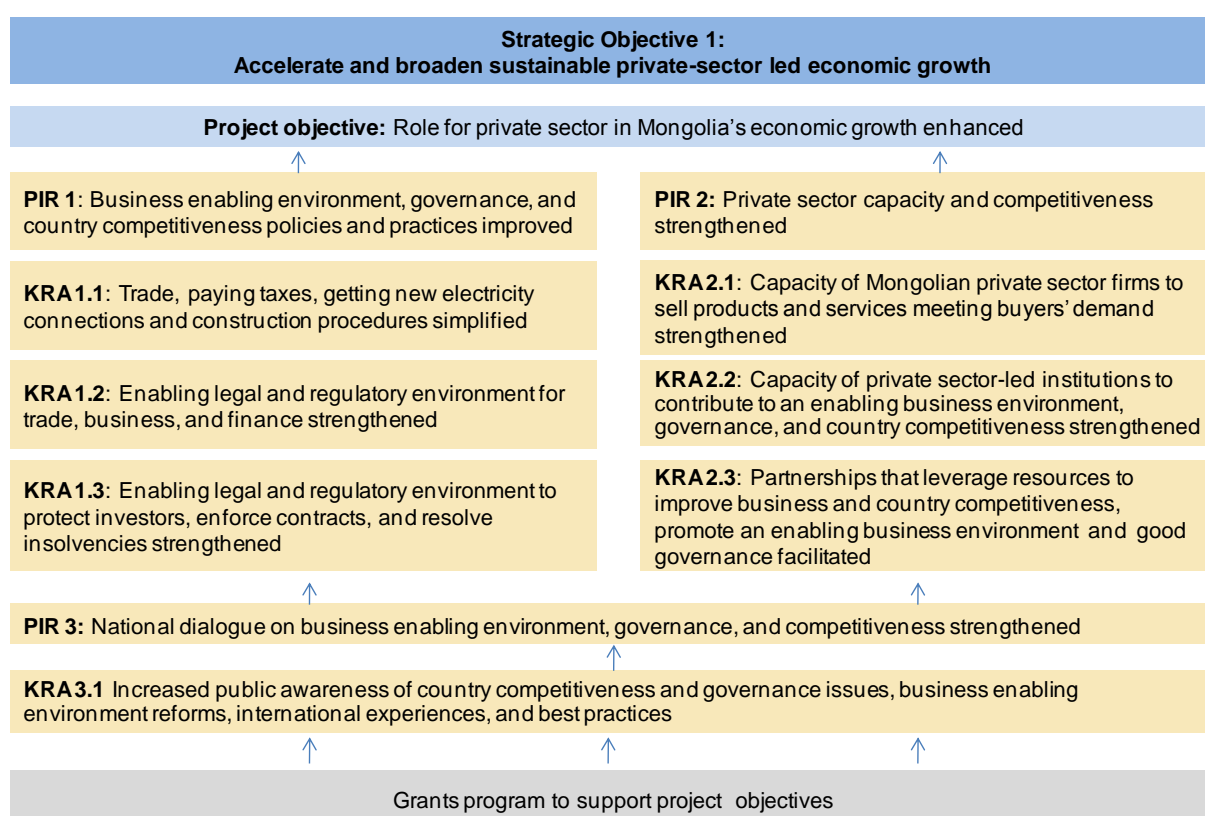
### A. Introduction

This Section details the status of project implementation as of the end of the quarter. Below in Part B we present the framework of the work plan for the three project components included in the draft Year 2 Annual Work Plan: business enabling environment, governance, and country competitiveness policies and practices improved; private sector capacity and competitiveness strengthened; and national dialogue on business enabling environment, governance, and competitiveness strengthened. Part C of this section contains detailed implementation status by project component. PIR 1 and 2 activities are described in the text, with PIR 3 cross-cutting national dialogue activities highlighted in text boxes in each section.

### B. Work Plan Framework

This Quarterly Progress Report is organized around the three Project Intermediate Results (PIRs) with corresponding Key Result Areas (KRAs) proposed in the draft year 2 work plan:

#### BPI Project Logical Framework



PIR: Project Intermediate Result  
KRA: Key Result Area

## C. Work plan implementation

### CI. PIR I: Business enabling environment, governance, and country competitiveness policies and practices improved

BPI implemented an innovative approach to quantifying the costs of regulatory inefficiency in tugrik, as a mechanism for building political will for reform. The methodology is based on a best-practice approach to monetizing the benefits of actually implemented reforms developed by USAID in its BEE programming in Georgia. There, USAID monetized the benefits of initiatives to streamline and simplify the business environment to measure the savings to business and government from USAID-supported activities by an aggressively reformist government.

During this quarter, BPI adapted the methodology to quantify the costs of inefficiency in Mongolia's regulatory regimes in order to build political will for high-impact reforms that are simple and inexpensive to implement. Initial results seem to have been very effective, helping to position the project to play a major role in fostering high impact business



**Trade Facilitation MOU Signed:** To reduce unnecessary costs and improve trade regulation, in June the CGA, MNCCI, and BPI signed a MOU. The MOU parties agreed to involve private-sector stakeholders, the Border Inspection Department of GASI, and the Agency for Standards and Metrology and are formalizing a multi-agency Working Group.

enabling environment (BEE) and non-bank financial instruments (NBFI) reforms through the remainder of Project Year 2.

By introducing innovations in the BEE policy dialogue with the public and private sector and seizing on opportunities, including a request from the Office of the President for support in developing a one-year action plan for the new government to implement business reform priorities, BPI has been able to elicit strong support for key BEE reforms that will result in significant economic savings and increased opportunities for the private sector.

Figure 1 in the cover page of this quarterly report illustrates the result of monetizing the benefits of conducting BEE reforms aimed at reducing the time and costs to the private sector associated with trading across borders and paying taxes, which amount to some MNT 98.3 billion in annual savings. The innovation of monetizing the benefits of reforms has helped BPI forge strong partnerships with key government agencies including CGA, GDT, and GASI, and the private sector in support of reform efforts; this coming after more than four years of no BEE reforms in Mongolia. The rest of this section discusses activities under PIR I in detail.

#### KRA 1.1: Trade, paying taxes, getting new electricity connections and construction procedures simplified:

**Memorandum of Understanding to Facilitate Trade:** BPI's short-term Business Environment Reform Advisor, Olin McGill, prepared an analysis of Mongolia's performance on the "Trading across Borders" indicator of the annual World Bank Doing Business survey. His findings were published in BPI's Working Documents series of inputs for public and private stakeholders, in a paper entitled "Preliminary Estimates of the

Staggering Costs of Inefficient Trade Regulation in Mongolia." The findings were also presented to CGA officials on a nationwide video link, to the Economic Journalists Club, and to the monthly meeting of the Mongolian Business Council, and circulated to public and private sector stakeholders, including CGA, MOF, BCM, MONEF, MNCCI, EPCRC, and the President's Office.

As a result, the findings were incorporated into an MOU between CGA, MNCCI and BPI to focus on near-term measures to improve trade facilitation and develop a long-term action plan. The MOU was signed by the parties on June 6, 2012 at a public ceremony. The MOU parties met and agreed on several priority activities covered by the MOU, which are discussed in detail below. These activities are: a Time Release Study (TRS) of all key processes involved in importing and exporting, continued development of Customs Risk Management to reduce the number of physical inspections by CGA, harmonization with risk-based inspections initiated by GAST's Border Inspection Department; and the elimination and/or simplification of trade document requirements on the part of CGA ahead of the TRS survey.

**Time Release Study:** An informal working group including CGA, MNCCI, GAST's Border Inspection Department, UBTZ, and UB Customs, reached consensus on steps necessary for moving forward with the Time Release Study. A formal working group on TRS is going to be established by a joint decree of the respective authorities in early July 2012. BPI was tasked with preparing a draft Action Plan, which the project circulated among participating agencies. BPI is also developing scopes of work for two short-term assignments, one to finalize the details and methodology of the TRS, and the other to work with field surveyors during the study and analyze the data gathered. The TRS will enable stakeholders to make evidence-based recommendations to transform the current inefficient trade regulation regime into a modern, streamline trade facilitation regime.

**Risk management program at Customs:** The project continues to support the expansion and strengthening of CGA's risk management and compliance program. A result of this collaboration is that all shipments are now routed through the risk management software. Currently, the software is configured to require 100 percent physical inspections at most ports of entry. However, Customs began pilot testing the software's random assignment generation function at three ports in mid-June and now 3.5 percent of shipments in these pilot ports are going through the "green channel" (in which no physical or document inspections are required). BPI is working with CGA to identify ways to build management confidence in the system so that the percentage of "green channel" shipments can be increased system-wide.



BPI expert Olin McGill presenting "Lessons from Georgia"

**PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened:**

In April, at Customs request, BPI shared "Lessons from Georgia: Rapid Reforms, Rapid Results" over a nation-wide video conference linking customs offices and border posts around Mongolia. Of particular interest to CGA, is how such reforming economies introduced customs risk management and the impact on revenue collection.





Customs Brokers Council Meeting, 13 April 2012

**PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened:** During this reporting period, BPI also organized a series of meetings with customs brokers, the Customs Brokers Council, and CGA's draft law working group in support of a broad public-private dialogue between Customs and brokers, traders, and businesses on the proposed draft law. To prepare for these discussions, BPI took the draft Customs Brokerage Law and prepared a discussion draft. The public-private dialogue proved productive as the parties gained a fuller appreciation of the each other's perspectives and priorities.

BPI is also working with CGA and GASI's Border Inspection Department to find ways to collaborate on risk management. GASI's Border Inspection Department started its risk based inspection program by identifying risk criteria and sub-indicators per HS codes, and is waiting for approval from political authorities. Once authorized, GASI's Border Inspection Department is willing to collaborate and harmonize its inspections with CGA to increase efficiency of trade regulation. BPI will be providing additional specialized technical assistance through international customs experts during the next quarter, to support CGA in gaining confidence in their risk management system, make any additional necessary adjustment needed and initiate national level roll-out of the risk management system, reducing reliance on physical inspections. Part of the assistance will also include working with both CGA and GASI on harmonizing their respective risk management systems.

**Customs Brokerage Draft Law:** In April the Customs Brokers Council and the Customs General Authority (CGA) held two workshops to discuss guidelines from the World Customs Organization (WCO) Revised Kyoto Convention (RKC) and international best practices in customs brokerage. BPI facilitated these workshops with assistance from international expert, Stephen Creskoff. Mr. Creskoff presented the RKC standards and best practices applicable to customs brokerage, and the

discussion generated in the workshops in centered on drafting appropriate language to reflect RKC standards in articles of the draft law. Mr. Creskoff also reviewed the draft Customs Brokerage Law prepared by the CGA working group. As part of this assignment, Mr. Creskoff prepared a report entitled: "Customs brokers legislation review."

BPI will continue providing support to stakeholders regarding the draft law. In particular BPI will continue to facilitate consensus among stakeholders on a few key issues remaining to be resolved were identified, including:

- Should customs brokers' hours, charges, and places of business be regulated, or should they be free to determine these issues for themselves?
- Who should have authority to issue brokers' licenses and certification for certified customs specialists?
- What kind of effective dispute resolution mechanism can be created?
- What kind of financial guarantees should be accepted by CGA to facilitate trading activities; and
- What kind of administrative penalties should be imposed on customs brokers for non-compliance of the requirements included in the Customs Brokers Law?

**The Cost of Paying Taxes:** During this quarter, BPI analyzed Mongolia's performance on the "Paying Taxes" ranking of the World Bank's Doing Business 2012 report, and discovered that significant compliance burdens were omitted. BPI's findings were documented in a Working Document series report, "Why Businesses Cheat: Mongolia Reforms the Confiscatory Costs of Paying Taxes." The report is being translated, and

after review by USAID, will be shared with stakeholders. It recommends a number of simple reforms that could be implemented at little cost within a year to reduce the compliance burdens on business by 77 percent, and boost Mongolia to among the world's best performers on "Paying Taxes." The findings were also shared in presentations to the Economic Journalists Club (EJC) and the Business Council of Mongolia (BCM). BPI also provided GDT with a memo analyzing the savings small businesses could expect if the VAT exemption threshold was increased from 10 million MNT to 50 million MNT, which found that compliance costs for affected taxpayers actually exceed the amount of the taxes they pay.



Paperwork overflows at the GDT office

**Cost of 'Red Tape' Quantified for Mongolia:** During this reporting period, BPI conducted an analysis as part of its series *Working Documents on Competitiveness and Business Enabling Environment* on the costs of unnecessary and duplicative trade documents. The elimination and/or simplification of five documents could result in annual savings of MNT 26 billion. The project has also initiated similar work with the General Department of Taxation (GDT) to quantify the costs to businesses and the economy of complying with procedures for paying taxes. Savings from reforms in the paying taxes process could amount to some MNT 72 billion per year. BPI Working Documents series on Competitiveness and Enabling Environment are provided as inputs to foster an informed public-private sector dialogue between businesses and relevant GoM agencies to prioritize reforms to cut unnecessary "red tape" and promote a more conducive business enabling environment in Mongolia.

**True E-Filing and E-Signature Law:** During this quarter GDT welcomed two BPI advisors to embed at GDT offices, Olin McGill and Solongo Samdandovjid. The BPI advisors spent the month of May with GDT and the embed proved a valuable way to provide ongoing contact and advice to various officials in a variety of areas, including implementation of GDT's new e-signature system, promulgating standard file specifications, and analyzing the costs to business of complying with tax obligations. Also in May, BPI along with GDT and the Information, Communication, Technology and Post Authority co-sponsored a workshop explaining the E-Signature Law and how government plans to use it to reduce regulatory burdens on citizens and businesses by eliminating unnecessary paperwork. The law, prepared with assistance from USAID and approved by Parliament in December 2011, will take effect on 1 January 2013. BPI estimates that e-signature and e-filing implementation could boost Mongolia into the 10 countries in the "Paying Taxes" indicator.

In addition, GDT Commissioner B. Battumur approved BPI's recommendation that a working group be formed consisting of GDT, MOSA, and BPI to develop standard file

specifications that would enable Mongolian software producers to build true e-filing capacity into their accounting software. An official decree establishing the working group will be issued next quarter.

### **KRA 1.2: Enabling legal and regulatory environment for trade, business, and finance strengthened**



Solongo Oyunbold visits her customers at the machinery supply section of the Naran Tuul Market

**An Individual Face of BPI Success:** O. Solongo is one of the first 14 graduates of BFA's Loan Officers Development Program. Her branch is located in Erdenetolgoi, a ger district in Bayanzurkh, and her neighbors face daily challenges stemming from a lack of infrastructure and limited economic opportunities. After completing the BFA training consisting of 25 modules and 4 phases, for a total of 240 classroom hours (equivalent to 40 credit hours) over ten weeks, Solongo is better equipped to provide the people in her neighborhood with the credit they need. In her own words:

*"Being a loan officer has a lot of great sides to it: I give financial knowledge to people, provide financial assistance, and help make their lives better."*

By increasing human capacity among loan officers, BFA is working to lower the risks associated with lending while also increasing the reach of financial instruments such as small business loans and consumer loans. This in turn benefits the Mongolian economy by increasing access to capital and diversifying the economy. BFA is developing a distance learning program in consultation with BPI, and also plans to enroll the next group of loan officers in the second Loan Officers Development Program in September 2012.

**Banking and Finance Academy (BFA) Completes First Flagship Program:** During this quarter BPI-supported BFA successfully completed its first Loan Officers Development Program (LODP). Developed with BPI technical assistance, the course is a demanding and intensive ten-week, 24 hours per week program that uses interactive teaching methodologies, practical examples, and international and Mongolian cases to emphasize critical thinking. Fourteen loan officers from commercial banks, including Trade and Development, National Investment Bank, Golomt, Xac, and Chinggis Khaan, received certificates after successful completion. An additional fourteen participants, who sat through some modules, also received certificates for each individual module. The fourteen successful participants are now eligible for a comprehensive final test to earn the status of Certified Financial Professional, a professional designation recognized by the Mongolian Bankers Association. Building on the LODP, BFA is developing other programs in banking and finance to serve the needs of the Mongolian financial services industry.



### KRA 1.3: Enabling legal and regulatory environment to protect investors, enforce contracts, and resolve insolvencies strengthened

National Corporate Governance Policy Roundtable: During this reporting period, BPI co-sponsored the National Corporate Governance Policy Round Table on at the National Development and Innovation Committee (NDIC). There were over 30 participants



National Corporate Governance Policy Roundtable

**PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened:** On April 20 BPI co-sponsored the National Corporate Governance Policy Roundtable. The roundtable was crucial in building a common understanding of how different stakeholders take steps to strengthen the corporate governance in companies and state owned enterprises.



Corporate governance expert Joseph Fan

**PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened:** On May 10, Joseph Fan presented to over 20 participants on the peculiarities and sustainability challenges of family-owned firms in South East Asia. The topics included: succession issues, executive pay, family resistance towards recruitment, and remuneration of outside management in family firms.

including chiefs and senior officials of NDIC, Financial Regulatory Commission (FRC), State Property Committee, Mongolian National Employers Federation, Mongolian National Chamber of Commerce and Industry, state owned enterprises, commercial banks as well as IFC and GIZ. Main recommendations included the following: building the business case for corporate governance; better protection of minority shareholders' rights; improving capacity of regulatory bodies to draft and enforce legal and regulatory frameworks; enhancing the quality of disclosure and transparency; and facilitating and encouraging shareholder activism. The National Corporate Governance Policy Roundtable concluded that BPI needed to provide assistance to develop a user friendly Corporate Governance Diagnostic Toolkit to increase compliance with mandatory and voluntary CG best practices which will result in added transparency in the markets and that there should be more training for board directors administered by USAID and other international organizations to improve corporate governance at the company level.

**Fifth Annual Mongolian Corporate Governance Forum:** BPI partner, the Corporate Governance Development Center (CGDC), held its Fifth Annual Corporate Governance Forum on May 9<sup>th</sup> and 10<sup>th</sup>. This year's theme was focused on corporate governance issues in family-owned businesses. BPI engaged Joseph Fan, Professor from Chinese University of Hong Kong and a recognized speaker, to deliver a keynote speech on Asian perspectives of family-owned businesses. In addition to sponsoring Professor Fan's participation, the project also facilitated the participation of OECD corporate governance Policy Analyst Daniel Blume who discussed OECD corporate governance activities. OECD wishes to include Mongolian the corporate governance community as a member of its peer group at the Eurasia CG Roundtables. BPI's Senior Finance and Corporate Governance Advisor Demir Yener also delivered a presentation

on CG priority challenges in 2012. Over 100 participants attended the forum, including government regulators, executives from commercial banks and private sector.

Participants discussed ways to improve corporate governance at family-owned companies and explored solutions to pressing issues, such as disclosure and transparency as well as investor rights protection with the participation of global experts. The Forum also provided an opportunity for Mongolian policy makers to finalize the National Corporate Governance implementation plan for which the project has designed and developed the curriculum that CGDC will deliver to directors of state-owned enterprises.

**BPI's Continuing Assistance to the FRC Corporate Governance Unit:** During this reporting period BPI also developed and completed the draft corporate governance national training curriculum. This curriculum was then adopted in its entirety by the FRC and the NDIC, the two agencies responsible for the National Program on Corporate Governance, as a 4-day certification program for corporate directors. In the coming quarter, BPI will organize a training of trainers program in conjunction with the CGDC. Through a series of three workshops, CGDC will train trainers using the BPI-developed CG training materials.

**Status of BPI-Supported Legal Reforms:** During this quarter, the Ministry of Justice and Home Affairs (MOJHA) submitted the draft bankruptcy law, which was developed with support from BPI, to the members of the draft law working group: FRC, the Ministry of Finance, the Mongolian Banking Association, MSE, and the Bank of Mongolia. Currently BPI and other stakeholders in the law are awaiting review, responses, and commentary. During this quarter the project continued to wait for movement in Parliament on the draft central securities depository (custodian law). BPI collaborated on the draft with FRC in the first quarter of 2012.

**Mandatory Drivers Liability Insurance:** During this quarter, BPI provided technical support to the FRC to improve regulations related to the mandatory drivers insurance law. Improved regulation will help to increase compliance before the law becomes fully effective on October 1, 2012. Specifically, BPI insurance advisor George Reider conducted a series of training programs for FRC Insurance Department staff that analyzed the early challenges the FRC is facing in implementing the new law. Mr. Reider also shared his recommendations based on first-hand experience implementing similar laws in the US States of West Virginia and Connecticut.



Roundtable with journalists at the Press Institute 14 June, 2012

**PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened:** To educate the public about the benefits of mandatory drivers liability insurance, BPI and the Press Institute met with over 30 journalists on June 14th. Over 30 media representatives attended and learned about how the development of the Mongolian insurance sector benefits citizens by providing a safety net in case of accidents. As a result, media contributed to greater public awareness by reporting extensively about insurance and the Mandatory Drivers Insurance Law through 13 TV programs, 6 newspapers, and on 4 news websites.

Recognizing that private sector insurance companies have a role to play in shaping effective insurance policies, BPI also organized an open discussion session between representatives from 13 Mongolian insurance companies and FRC regulators. During the public-private dialogue session, one of the main challenges noted by insurance companies is that currently insurance rates are set by Parliament and that these mandated rates do not adequately cover the risks insurance companies bear in providing the mandatory drivers insurance. The participants discussed the pros of instead creating a rate commission under the FRC to establish prices more closely based on the market. In addition to the low rates, the insurance companies also pointed out as a challenge their lack of access to investments in capital markets. Such access would provide insurance companies with avenue to grow their capital, potentially offsetting the effects of low rates.



Participants discuss the on the draft Investment Fund Law

**PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened:** On June 27<sup>th</sup>, BPI and the Mongolian Bankers Association organized the first public-private dialogue between the private sector and members of the inter-governmental Working Group on the draft investment fund law. More than 30 stakeholders attended and the vibrant discussion during the roundtable deepened each side's understanding of the priorities of the other, showing that engaging the private sector in the process benefits policy makers. The FRC is already planning to hold at least two more public-private dialogues before finalizing the draft and submitting it to the new Parliament in September.

Having an insufficient rate structure and limited access to capital markets increases the possibility of failure for the already undercapitalized insurance companies, harming their customers and the sector in general. In order to create a more stable insurance sector, the participants also discussed how the creation of an industry-wide guaranty association could protect policyholders of a company and the reputation of the overall insurance industry in the event that a company fails financially. In addition, a reinsurance program may also help mitigate the risks in the sector. This discussion between private and public stakeholders resulted in the identification of several actionable issues and the dialogue is set to continue over the coming months.

**Draft Investment Fund Law:** During this quarter, BPI organized a three-day retreat for members of an inter-governmental working group consisting of representatives from the FRC, MOJHA, BOM, MOF, and BPI legal advisor, Mr. Henry Schiffman. During the retreat, participants discussed the key elements of the law's design and broadly agreed with six of the eight elements identified by the consultant for a comprehensive law: fund management; eligible sponsors; legal form of the fund; fund management; business conduct rules; disclosure to investors; eligible

assets; conflict of interest rules; regulation and supervision of funds. Of these eight, the discussion centered around the legal form of the fund and what assets should be eligible for investment funds – topics that were echoed in the first public-private dialogue between the private sector and members of the working group.

As currently written, the draft focuses on providing a fund for retail investors only, through provisions for corporate governance of the investment fund, specific fund manager qualifications, and a diversification of fund assets. Eligible assets in the investment fund draft include equities and debt securities listed on the stock exchange that could be traded easily without suffering major losses.

In contrast, some stakeholders would like to broaden the draft to include “alternative funds,” such as venture capital funds, private equity funds, hedge funds and real estate investment trusts. These investment vehicles are for institutional investors interested in diversifying risk to obtain higher yielding investments. While such a legal framework would be useful for larger-scale institutional investors such as pension funds, pension companies, or foundation endowments, it requires a different set of regulations than those needed for a fund focused on the average investor. Taking into consideration the differing types of investors and funds, two separate pieces of legislation may be required. One of these laws would be the investment funds law tailored for retail investors, while the other could be a law on alternative investment vehicles. BPI advisor Henry Schiffman shared his opinion during the FRC retreat and again at the public-private roundtable that the sophisticated investors’ rights are already covered under the currently effective companies law and the securities law, so a new law would not be required.

The public-private dialogue also resulted in the identification of another issue affecting potential investment funds. The participants recognized that a strong investment fund should be an independent legal entity in order to separate the liabilities of the fund from that of the fund manager. The Civil Law of Mongolia does not provide for such a legal entity. However, as a result of the roundtable, the Civil Law may be amended accordingly - a key outcome that would result in a stronger investment fund for the country. BPI is now revising the draft law on investment funds and will present the version to the FRC in July. The FRC is already planning to convene the working group and private sector stakeholders a few of more times to finalize the draft and submit it to the new Parliament in September.

## **C2. PIR 2: Private sector capacity and competitiveness strengthened**

Within the past quarter a major shift in strategy for PIR 2 was agreed upon and realized. BPI project now intends to introduce, establish, and support a Supplier Development program in Mongolia. A draft concept framework was developed by BPI, with the understanding that BPI would forge an alliance between private sector and the project to drive ahead market opportunities for Mongolian businesses. The key elements of the implementation framework for the program are:

- BPI will mobilize an STTA expert on supplier development to Mongolia to build consensus among private sector buyers of an alliance structure that will be private sector driven, and funded.
- BPI will work with primary buyers (i.e. mining firms) to conduct an assessment of procurement spend needs.
- Based on this data, BPI will then be able to match procurement service opportunities with potential suppliers starting in last quarter of 2012.

Building on the above framework, BPI intends to establish a Mongolian Supplier Development Center responsive to the needs of the private sector moving forward. As described in detail below, during this quarter work under PIR 2 continued on the QMCE and organizational capacity efforts accelerated.



## **KRA 2.1: Capacity of Mongolian private sector firms to sell products and services meeting buyers' demand strengthened**

### **Advances to the establishment of the Mongolia Quality Management Center of Excellence (QMCE):**

Significant efforts to date have yielded positive results in BPI's quality assurance training program. The intent, since inception in December 2011, has been to respond to demand and opportunities for such training services, to promote awareness and understanding of quality orientation and affiliation with products and services in the local market, and to work toward the establishment of an independent and Mongolian led and represented institution responsible for training and certification in quality areas moving forward.

During this quarter, BPI has expended considerable effort in identifying and building consensus to support the establishment of the QMCE. A *QMCE Business Snapshot Overview: 2012* was developed and delivered to a select number of prospective stakeholders in the private sector and donor community. These stakeholders would serve as the basis for a constituted Board of Directors for a startup QMCE moving forward. To date, three CEOs from prestigious Mongolian companies have committed to QMCE participation; additionally, strong and likely interest has been voiced by donors including EBRD and GIZ. A draft MOU has been developed amongst key stakeholders committed to establishing and officially registering the entity. BPI will continue working with the MOU parties to finalize the MOU and register the entity by end of next quarter.

### **Food Safety Quality Assurance Training:**

Pursuant to a successful awards ceremony to commemorate the first 120 professionals certified under BPI's quality assurance training program in March 2012 BPI held a follow-on series of Food Safety quality assurance trainings during this quarterly reporting period. This particular training series was more narrowly focused than previous trainings, targeting Mongolian catering service and retail food operators/companies. In total, seventy three professionals were trained across the first two Food Safety foundation level courses on "Hygiene" and "Hazard analysis and critical control points (HACCP)".

The BPI quality assurance training program continues to build momentum, increasing its outlook on course number and level of training offerings in the next quarter. To date, only foundation level courses have been offered. However, next quarter the BPI is planning to hold the first Lead Auditor training series in Mongolia. Scheduled to take place in the fall of 2012, BPI plans to bring a training provider from the Asia region to introduce a training series aimed at building capacity of approximately 40 local professionals in becoming Mongolia's first quality assurance Auditors. This training represents a major milestone in development of Mongolian professionals to address quality orientation of products/services amongst local companies, foreseen as a real obstacle to competitiveness across the economy.



Trainees study food safety and quality assurance

**Food Safety Training:** Seventy-three professionals from Mongolian catering service and retail food operators/companies completed a training program on food safety and quality assurance held April 23<sup>rd</sup> – 26<sup>th</sup>. Since the inception of BPI's quality assurance training program in December 2011, the project has trained and certified approximately 180 participants.

## **KRA 2.2: Capacity of private sector-led institutions to contribute to an enabling business environment, governance, and country competitiveness strengthened**

**Strengthening Mongolian Associations:** During this reporting period BPI initiated efforts to develop an Association Institutional Strengthening Toolkit. In order to address deficiencies among local not-for-profit organizations and associations, in areas such as administration and governance, finance, marketing and service operations, BPI brought Andrzej Schafermaker, an international expert on building the capacity of associations. The goal of this assignment is to both (i) develop a standard toolkit to combat such areas, and (ii) train a cadre of local business consultants over 5 days in July 2012 on toolkit usage and approaches to association development and improvement. Consultants will stem primarily from local business association Mongolian Management Consultancy Institute (MMCI). As a result of the above activities, BPI will have a dependable and reliable series of consultants to effectively contract in building capabilities, capacities and effectiveness of Mongolian business associations moving forward.

Also during this reporting period, in response to identified weaknesses of Mongolian organizations in developing proposals and costing them properly, BPI initiated the development of a Best Practices in Proposal Development Toolkit. The intent of the toolkit is to provide user friendly guidelines and models to prepare winning proposals. On 23 May, the project organized an initial testing of the toolkit, with assistance from project management and costing consultant Hilary Drew. The toolkit will be tested and validated over the next few months before it is widely released to help organizations develop and manage winning proposals that will also contribute to their sustainability.



Private sector participants gain insights to proposal preparation

**Best practices in proposal development:** In May, short term proposal expert Hilary Drew built the capacity of 20 representatives from nine local organizations and associations in responding to opportunities and requests for proposals (RFPs) in the marketplace by sharing her experiences and best practices in technical proposal and cost proposal development.

## **KRA 2.3: Partnerships that leverage resources to improve business and country competitiveness, promote an enabling business environment and good governance facilitated**

**Conceptualizing and Framing a Mongolian Supplier Development Center (MSDC):** In June, per agreement on a revised approach to PIR 2 with USAID, BPI conceptualized its approach and provided a tentative framework on how an effective Alliance amongst BPI and private sector players would be implemented. Drawing from a host of international best practices and the experiences of BPI-implementer Chemonics International in establishing and operating successful supply chain development, or supplier development, this framework, will serve as the basis for discussions amongst private (and donor) sector stakeholders whom shall serve as founding and supporting partners to this initiative. Such discussions have begun, and will continue, with scheduling as highlighted on the workplan activity exhibits at end of this QPR. BPI anticipates an aggressive approach toward MSDC registration, establishment, and operations in effect by end of next quarter.

Additionally, the project and USAID have agreed and committed to a sizable supplier development support initiative moving forward. A supplier development program would focus primarily on identifying and increasing market opportunities for Mongolian businesses across supply chains of some of the largest companies in Mongolia, regardless of industry. Preliminary discussions have taken place with the country's largest mining investor and operator – Oyu Tolgoi – regarding facilitation of a partnership establishing a supplier development initiative to satisfy annual procurement needs for their mining and processing operations in the South Gobi. Other discussions will follow with other prospective partners to this BPI led initiative.

### **C3. Component 3: National dialogue on business enabling environment, governance, and competitiveness strengthened**

This component is responsive to PIR 3, National dialogue on business enabling environment, governance, and competitiveness strengthened. Per the BPI logical framework, there is only one KRA under this PIR, KRA 3.1: Increased public awareness of country competitiveness and governance issues, business enabling environment reforms, international experiences, and best practices.

PIR 3 and KRA 3.1 are cross-cutting, and the BPI activities within this component are therefore discussed in text boxes in the above sections. In addition to the activities discussed above, during this quarterly reporting period BPI also undertook the following:

#### **KRA 3.1: Increased public awareness of country competitiveness and governance issues, business enabling environment reforms, international experiences, and best practices**



2nd Economic Journalists awards ceremony

**Award ceremony:** Honored economic journalists pose with their prizes.



Participants of the National Forum of Media Managers

**First National Media Managers Forum:** Attended by Mongolia's top media managers, the inaugural forum was a platform for discussing the role media can play in promoting reforms.

**First national forum of media managers:** In April, BPI assisted the Press Institute (TPI), the Mongolian Journalists Association, the Daily Newspapers Association and the Mongolian Association of Television Stations in holding the *First National Forum of Media Managers*. The official theme of the forum was on “The Business Environment for Healthy Journalism.” After open discussion, forum participants agreed that they should take a more active role in the reform process to promote the development of independent journalism, to abide by the law on intellectual property, and to differentiate paid newspaper articles, ads, and programs from independent or editorial articles and programs. Top media managers and editors also called for further analysis of politicians’ ownership and control of the media to mitigate impact on media independence and the business environment of the media to foster fair competition.

**Second annual award ceremony hosted by the EJC:** Also in April, the EJC, with support from TPI and BPI, held the second annual award ceremony for the best economic news article and television story of the year. EJC member journalists and reporters competed for the award of best economic reporting in categories of print and online news and radio and television. Eight

reporters and journalists won the awards in each category.

#### **D. BPI Activities by the Numbers**

USAID's BPI project has undergone restructuring and as part of this process BPI in the next quarter will revise the project's Performance Monitoring Plan (PMP) to reflect the new direction of the project. Therefore this quarterly report does not provide an update per the prior PMP. This section instead summarizes the number and types of project-supported or co-sponsored events during this quarterly reporting period. Once the new PMP is approved by USAID subsequent QPRs will report data against that PMP.

During this quarter, a total of 513 participants attended 17 events (4 presentations, 5 roundtables, 3 trainings, 2 workshops, 1 forum, and 1 retreat) sponsored or supported by BPI with a total duration of 93.5 hours, the equivalent of almost 12 days of training.

#### **E. Next Steps for the Coming Quarter**

Major activities or key actions projected for the next quarters, by project component, are detailed below.

#### **PIR 1: Business enabling environment, governance, and country competitiveness policies and practices improved**

- **Risk Management (RM):** BPI will work to improve human capacity to operate the risk management system and build CGA management's confidence in the system. BPI will also work with GASI to improve its RM program, including if possible, making use of CGA's IT infrastructure to operationalize the GASI RM, and promoting more collaboration between the two agencies, including joint inspections.
- **Time Release Study:** BPI will support the TRS working group, comprised of government agencies who play a role in the process of importing and exporting that came together in the last quarter, to launch the TRS. Necessary preparations in the next quarter include defining the processes, border and inland stations, finalizing the methodology and expected outputs, and recruiting and training field surveyors prior to actual launch of the study in late September. The study will be completed and results reported in the last quarter of 2012. Results will allow BPI and its TRS counterparts to identify key bottlenecks and reform priorities.
- **Customs Brokerage Law:** BPI will support public-private dialogue between CGA and customs brokers to eliminate their differences on the language of the current draft Customs Brokerage Law so a consensus draft is ready for submission to the new Government.
- **True e-filing:** BPI will facilitate activities of a working group representing CGA and MOSA on preparing and publishing data standards and file specifications that will allow private software developers to build true e-filing capabilities into Mongolian accounting software. BPI will also advocate to the working group that it expand its focus to identify other areas in which GDT and MOSA can collaborate to reduce transaction and compliance costs for business while simultaneously improving GDT's control functions.



- **Corporate Governance Diagnostic Toolkit:** BPI will continue work begun this quarter to develop a Corporate Governance (CG) diagnostic toolkit. The toolkit will allow the users to identify weakness and provide implementable recommendations to improve corporate governance, while also assessing their level of compliance with the Mongolian Companies Law and the Code of Corporate Governance Regulations. Improvements in corporate governance can serve a number of public policy objectives such as enhancing market stability, increasing investor confidence, attracting domestic and international investments into Mongolia and reducing the cost of capital for companies.

## **PIR 2: Private sector capacity and competitiveness strengthened**

- **Supplier Development Program:** BPI will mobilize an STTA on supplier development to Mongolia to build consensus among private sector buyers of an Alliance structure that will be private sector driven and funded. BPI will work with primary buyers (i.e. mining firms) to conduct an assessment of procurement spend needs.
- **Mongolian Organizational Capacity Building:** BPI will build on its efforts to-date in association and institutional strengthening through a close collaboration with EBRD. The Toolkit (“Proposal Preparation and Generation”) prepared by BPI this past quarter will serve as the foundation for a further series of trainings to be conducted by EBRD. Similarly, EBRD will also partner with the project on the dissemination of the association institutional strengthening toolkit.
- **Rolling-out Bizguide.mn:** During this quarter BPI grantee, Development Solutions (DS), built an internet-based information portal: Bizguide.mn. The portal provides access to business tools for startup entrepreneurs and small businesses. As part of the grant activities, in the coming quarter DS will hold workshops in four aimag centers: Darkhan-Uul, Erdenet, Domogobi, and Umnugobi. These sessions will educate users throughout Mongolia about the Bizguide portal and how the information it provides can grow users’ business.

## **PIR 3: National dialogue on business enabling environment, governance, and competitiveness strengthened**

- **Continued Cross-Cutting Engagement:** BPI will continue prioritizing public-private dialogue to build consensus and support for program activities across PIR 1 and PIR 2. For example, in the coming quarter in order to help policymakers prioritize the key issues impacting Mongolia’s business-enabling environment in the coming year, the Office of the President, in collaboration with the EPCRC and the BCM, supported by BPI, will work with the private sector to propose a “Year One Business Enabling Environment Road Map” outlining achievable, affordable and high impact reforms the new government can undertake in the next year. By giving the business community a more effective voice in defining reform priorities, the new Mongolian government can better serve the economic needs of the public.

## **SECTION II: PROJECT MANAGEMENT AND ADMINISTRATION**

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This section summarizes significant project management and administration activities, problems encountered and actions taken to solve them, and main activities scheduled for completion during the next quarter. Annex A contains a list of long-term local project staff and short-term expatriate and local technical assignments.

### **A. Significant project management and administration activities**

During the first quarter of BPI Year 2, project management and administration activities continued to support the delivery of programmatic and technical assistance across the three BPI component areas. The emphasis of the project management in the reporting quarter was to continue the restructuring of BPI staffing begun in the previous quarter in order to meet the needs of BPI's refocused activities.

Key project management and administration actions and activities completed include:

- Mobilized BPI chief of party (COP) Efrain Laureano
- Three long-term local personnel separated from the project (two Chemonics employees and one Open Society Forum employee)
- Continued recruitment of candidates to fill vacant local long-term positions
- Submitted the draft Project Year 2 Annual Work Plan to USAID for review

All long-term key personnel were at post and short-term assignments went smoothly.

### **B. Personnel**

#### **B1. Long-term expatriate personnel**

During this reporting period, the project made one change to Key Personnel: Efrain Laureano joined the BPI team as Chief of Party.

#### **B2. Long-term local personnel**

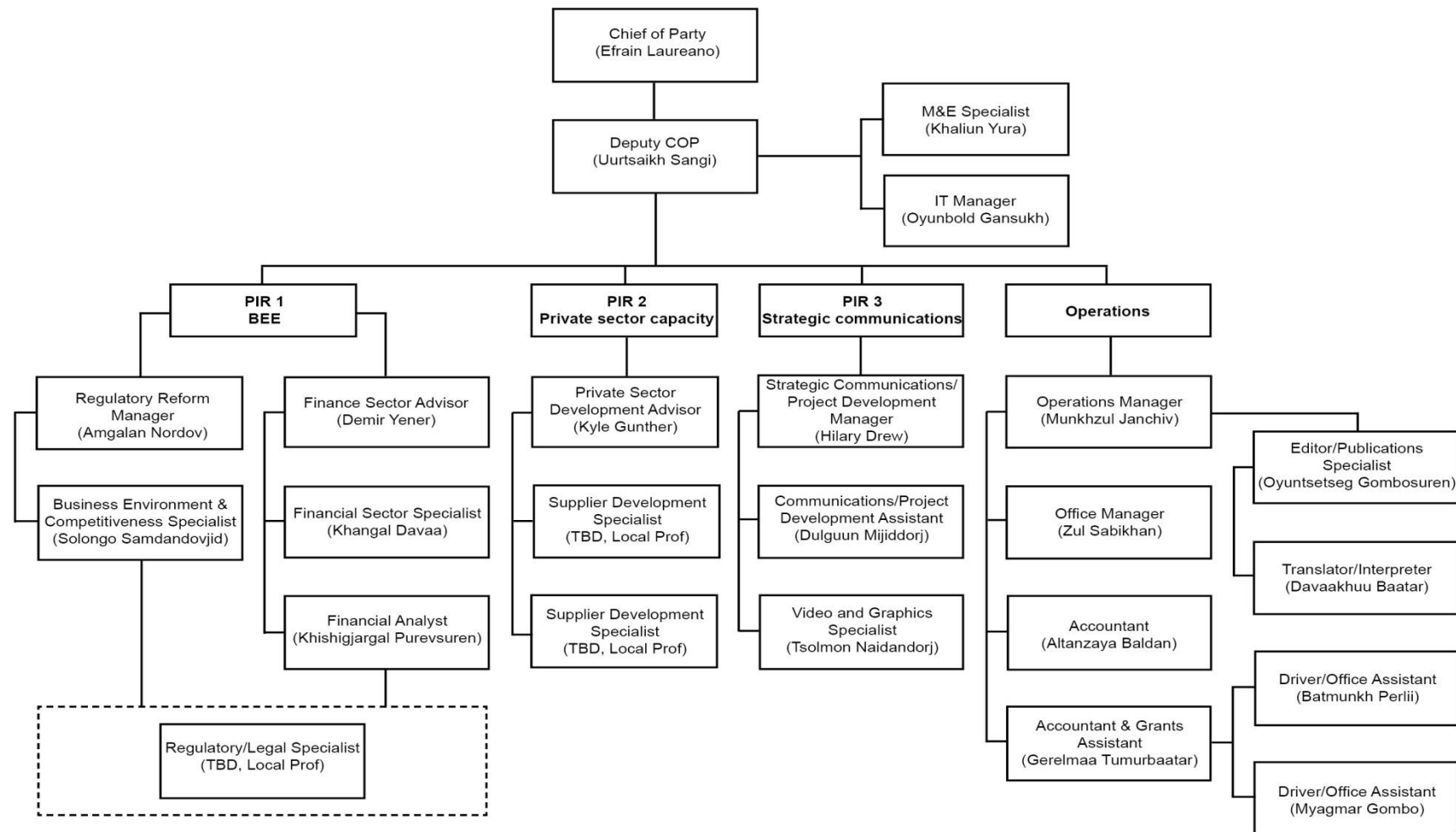
Project management efforts during this quarter continued to focus on recruiting competent local personnel at competitive rates, in accordance with the Mission Local Compensation Plan. Exhibit A-1 in Annex A provides a summary status of local staff as of the end of the reporting period.

The following changes were made in local long-term personnel:

- Ulzii-Orshikh Manjaa, the former IT Engineer, separated from the project on June 1, 2012
- Tsolmon Tamir, the former Senior Training Specialist, separated from the project on June 12, 2012
- Amarsanaa Sukhbaatar, the former Mass Media Specialist, separated from the project as of June 28, 2012

The organizational chart of the project as of the end of the quarter appears as Exhibit II-1.

**Exhibit II-1: BPI organization chart for April – June QPR**



### **B3. Deployment of short-term technical assistance**

Deployment of short-term expatriate assistance proceeded according to the draft work plan schedule during the quarter. Fifteen (15) project-related short-term technical assignments were completed or initiated during the quarter by a total of ten (10) consultants.

Exhibit A-2 in Annex A provides details about the purpose of these assignments and dates of arrival and departure, as relevant.

### **C. Status of subcontracts**

BPI continues to work with the Press Institute on the public private dialogue facilitation, media engagement, and journalist training. During this quarter the Press Institute also continued seeking a candidate for the currently vacant BPI-public private dialogue specialist position. The activities under the Open Society Forum (OSF) continue to be on hold following the BPI restructuring.

New this quarter, BPI initiated discussions with the Economic Policy and Competitiveness Research Center (EPCRC) to collaborate in hosting the 2012 National Competitiveness and Business Enabling Environment Forum. The centerpiece of the Forum will be the presentation of a Year One Roadmap consisting of action plans for priority reforms developed by members of the private sector. To engage the private sector in this process, EPCRC and BPI will host a series of roundtables prior to the forum. BPI intends to execute a fixed price subcontract with EPCRC for this activity.

### **D. Project and contract management actions expected for the next quarter**

Project and contract management actions expected to be completed during the next quarter include the following:

- Submission of final Project Year 2 AWP to USAID for review and approval
- Initiate contract modification negotiations to reflect the new project structure
- Finalize the recruitment of candidates to fill vacant local long-term positions under PIRs 1 and 2
- Work closely with BPI subcontractors and other partners on upcoming activities in the next quarter
- Field short-term local and expatriate assistance to complete technical assignments in accordance with the draft Year 2 AWP.
- Perform any and all other contract management and project support functions as required

## ANNEX A: LONG-TERM LOCAL PERSONNEL AND EXPATRIATE SHORT-TERM ASSIGNMENTS

Exhibit A-1: Local long-term project staff as of the end of April-June 2012 quarter			
Employee name	Position	Start date	End date
<i>Professional Staff</i>			
Uurtsaikh Sangi	Deputy chief of party	Jun 20, 2011	
Altanzaya Baldan	Accountant	Jun 20, 2011	
Enkhnasan Dashnyam	Regulatory specialist	Jul 28, 2011	
Tsolmon Tamir	Senior training and education specialist	Jul 28, 2011	Jun 14, 2012
Tsolmon Naidandorj	Video and graphics coordinator	Jul 28, 2011	
Oyuntsetseg Gombosuren	Editor/Publications specialist	Jul 28, 2011	
Dulguun Mijiddorj	Training coordinator	Aug 22, 2011	
Khaliun Yura	M&E specialist	Jul 27, 2011	
Oyunbold Gansukh	IT department manager	Oct 7, 2011	
Khishigjargal Purevsuren	Financial analyst	Oct 31, 2011	
Munkhzul Janchiv	Operations and grant director	Nov 7, 2011	
Khangal Davaa	Financial markets specialist	Jan 3, 2011	
Amgalan Nordov	Senior private sector specialist	Jan 3, 2011	
Ulzii-Orshikh Manjaa	IT engineer	Jan 3, 2011	Jun 1, 2012
<i>Support Staff</i>			
Zul Sabikhan	Office manager	Jun 20, 2011	
Batmunkh Perlii	Driver/Messenger	Aug 22, 2011	
Myagmar Gombo	Driver/Messenger	Sep 12, 2011	
Gerelmaa Tumurbaatar	Accounting assistant	Oct 7, 2011	
<i>Subcontractors</i>			
Amarsanaa Sukhbaatar	Mass media specialist	Jul 27, 2011	Jun 28, 2012

<b>Exhibit A-2: Short-term technical assignments during the April-June 2012 quarter</b>			
<b>Name</b>	<b>Purpose of assignment</b>	<b>Date of arrival</b>	<b>Date of departure</b>
Barrie Evans	1. Consultancy on development of the strategy for quality assurance program and organize ISO and HACCP training programs	Aug 15, 2011	Jun 15, 2012
	2. Consultancy on establishment of QMCE	June 16, 2012	-
Fernando Bertoli	1. Consultancy to assist on customs brokers association and interim COP	Feb 17, 2012	Mar 23, 2012
	2. Technical and management consultancy	May 9, 2012	June 14, 2012
Olin McGill	1. Consultancy on trade facilitation	Mar 31, 2012	Apr 30, 2012
	2. Consultancy on reducing burden of compliance in paying taxes	April 30, 2012	June 1, 2012
	3. Consultancy on BEE reforms for tax and foreign trade	June 15, 2012	July 31, 2012
Stephen Creskoff	Consultancy on customs brokers law and brokers' association	Mar 28, 2012	Apr 29, 2012
Joseph Fang	Consultancy to deliver keynote speech at Corporate Governance Forum and Training at CGDC, to develop and deliver a training seminar	May 6, 2012	May 10, 2012
Andrzej Schafernaker	1. Consultancy to develop a framework/toolkit under which assistance to associations can be standardized with ultimate intent to strengthen institutional capacities of business associations	May 15, 2012	June 2, 2012
	2. Consultancy to develop a framework/toolkit under which assistance to associations can be standardized with ultimate intent to strengthen institutional capacities of business associations	June 23, 2012	July 10, 2012
Hilary Drew	Consultancy on project development	May 12, 2012	May 26, 2012
George Reider	Consultancy to advise the FRC on developing effective regulations to the Mongolian Driver's Liability Insurance law	June 2, 2012	June 15, 2012
Solongo Samdandovjid	Consultancy to carry out duties for the Business environment and competitiveness specialist position	May 1, 2012	June 13, 2012
Henry Schiffman	Consultancy to assist with the Investment Fund Law drafting process	June 17, 2012	June 27, 2012